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ABSTRACT

The products in this catalogue are programs and publications designed to help schools with staff development programs that are aimed at improving organizational functioning and communication (organization development), or at conducting needs assessment. The organization development products and publications reviewed are designed to help schools understand and become more skilled in group process, interpersonal communication, group problem-solving, planning for change, and improving role relationships in complex school organizations. Needs assessment products and information reviewed in the catalogue are designed to help schools gather demographic information and survey the school community to identify curriculum and school organization needs. The needs assessment products typically include data-gathering instruments and surveys of parents, teachers, and students. For most products, the catalogue includes such information as types of activities faculty are required to perform, personnel required to administer the product, time required, expected outcomes, and sources of further information about the product. (Author/JM)

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A CATALOGUE OF PRODUCTS THAT CAN AID SCHOOLS IN DOING ORGANIZATION DEVELOPMENT AND NEEDS ASSESSMENT

Developed by:

Options From Research and Development
Florida State University

Cynthia K. Hoffman

FLORIDA LINKAGE SYSTEM PROJECT
Office of Educational Dissemination/Diffusion
Florida Department of Education
Tallahassee, Florida

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A

CATALOGUE

OF

PRODUCTS THAT CAN AID

SCHOOLS IN DOING

ORGANIZATION DEVELOPMENT

&

NEEDS ASSESSMENT

TABLE OF CONTENTS

INTRODUCTION

SECTION I ORGANIZATION DEVELOPMENT PRODUCTS

Diagnostic Survey for Leadership Improvement..... 3
(D.S.L.I.) (Validated N.I.E. Product)

Evaluation for Program Improvement 3
(Developed by Far West Laboratories)

Interpersonal Communications (IPC)..... 4

Organization Behavior in Action: Skill Building Experiences. 5
(Authors:Wm. C. Morris & Marshall Sashkin)

Organizational Development Series 6
(Addison-Wesley Publishing Co)

Organization Development: Building Human Systems in Schools 13
(Author: Richard 1. Arends)

Panhandle Area Educational Cooperative 13
(P.A.E.C.) Communications Modules

The School Planning, Evaluation, and Communication System (SPECS) 15

Second Handbook of Organizational Development in Schools.....16
by Richard A. Schmuck

Staff Development & Utilization Program 17
(Developed by Learning & Evaluation Associates - LEA)

SECTION II NEEDS ASSESSMENT PRODUCTS

An Analysis of Needs Assessment Techniques for Educational Planning at State, Intermediate, and District Levels. (Author: Belle Ruth Witkin)..... 19

A Comprehensive Needs Assessment Model (ACNAM) (Author: Belle Ruth Witkin)..... 20

TEC Needs Assessment Development Project (Developed by Florida State University).... 21

Educational Goals and Objectives: A Model Program for Community and Professional Involvement: (Developed by by Phi Delta Kappa)..... 22

Guidebook and Product Locator for Needs Assessment (Author: Belle Ruth Witkin)..... 24

Inventory for Curricular & Instructional Improvement (Developed by Research for Better Schools) 25

Needs Assessment and Evaluation (Developed by Learning & Evaluation Associated LEA) 26

Project NAMES: Needs Assessment Model And Data Analysis Program..... 27

Pupil Perceived Needs Assessment (Developed by Research For Better Schools; NIE validated)..... 29

School Program BONANZA Game (Authors: David J. Mullen, Rosemary C.Mullen)..... 30

SECTION III RESEARCH FINDINGS ON ORGANIZATIONAL DEVELOPMENT AND NEEDS ASSESSMENT.

Establishing Organizational Specialists Within School Districts) (Authors: R.I. Arenda & J.J. Phelps).....31

Improving Organizational Problem Solving In A School Faculty (Authors: R.A. Schmuck, P.J. Runkel and D. Langmeyer).....32

Peer Consultation for School Improvement (Author: Richard A. Schmuck).....33

INTRODUCTION

This catalogue is designed to provide easy access to information which can answer the following key questions that the average school would raise when choosing a product for staff development:

- What types of activities does it require the faculty to do?
- What types of personnel are required to administer the product?
- How much time is required to use it?
- What are the expected outcomes?
- Where do I get more information about the product?

The products in this catalogue are designed to help schools with staff development for improving organizational functioning and communication (organization development) and/or conducting needs assessments.

Organization development products and information publications reviewed in this catalogue are designed to help schools understand and/or develop skills in the areas of group process, inter-personal communications, group problem-solving, planning for change, and improving role relationships in complex school organizations.

Needs assessment products and information in this catalogue are designed to help schools gather demographic information and survey the school community to identify needs in the curriculum and school organization. The Needs Assessment products reviewed typically include data gathering, instruments and surveys of parents, teachers, and students.

The catalogue is organized in three major sections:

SECTION I. ORGANIZATIONAL DEVELOPMENT PRODUCTS

SECTION II. NEEDS ASSESSMENT PRODUCTS

SECTION III. RESEARCH FINDINGS ON ORGANIZATIONAL DEVELOPMENT AND NEEDS ASSESSMENT

Products in each section are arranged in alphabetical order by product name and/or title of research paper.

SECTION I. ORGANIZATIONAL DEVELOPMENT PRODUCTS

Diagnostic Survey for Leadership Improvement (D.S.L.I.)
(Validated N.I.E. Product)

This is an actual, already-developed survey questionnaire which can be completed in less than an hour. Its main strength is that it identifies discrepancies between the participant's perceptions of "what is" and "what should be" in the organizational climate of the school.

It also gathers data on the perceptions of the same situations by a variety of personnel in different roles such as: students, faculty, department heads, supervisors, and principals.

It is designed for use at the local school unit. Machine scoring and analysis are available at the University of Georgia.

For further information, contact:

Dr. David J. Mullen
Project Director
Bureau of Field Studies
College of Education
University of Georgia
Athens, Georgia 30602

Evaluation For Program Improvement
(Developed by Far West Laboratories)

This is a programmed guide to group evaluation for improvement of the instructional program. It attempts to build the group's ability to evaluate the instructional program by means of role playing and simulation. It does not require

an outside leader, and the group and coordinator can spend as much time working through the handbook as they choose.

"Participant Handbooks" and "Coordinator Handbooks" are available, along with any other information about the program upon request from:

Ann Hayes Sarmento
Coordinator
PRODUCT INFORMATION CENTER
FAR WEST LABORATORY
1855 Folsom Street
San Francisco, CA 94103

Interpersonal Communications (IPC)

IPC is an experiential instructional system which provides:

- information about the process of communication
- opportunities for participants to increase their interpersonal communication skills
- experiences for understanding one's own styles of communication.

It requires at least one experienced trainer per 12-36 participants. There are 20 instructional sessions in a workshop, which comprises about 30 hours of instruction. The sessions are sequential and cumulative; thus they should be held consecutively.

The costs for materials are as follows:

Leader Manual	$ 19.95

Participant's Materials 12.95 ea

Audio Visual Materials (set of 9 16mm color sound films) 275.00

For further information, contact:

Xicom, INC.
Sterling Forest
Tuxedo, N.Y. 10987

Organization Behavior in Action: Skill Building Experiences
(Authors: William C. Morris & Marshall Sashkin)

This is a series of short, experiential instructional modules designed to build skills in a number of areas related to group processes and interpersonal communications. Each skill-building experience/lesson takes about 1½ to 2 hours for a group to complete. This series is best used under the leadership of an outside group process expert with a small faculty group.

Cost, in addition to the fee for an outside leader, would be only the price of one manual, since the publisher has given blanket permission to copy the exercises for use as worksheets for each participant.

For further information, contact:

West Publishing Company
P.O. Box 3526
St. Paul, Minnesota 55102

Organizational Development Series
(Addison-Wesley Publishing Company)

A series of books written by some of the most distinguished authors of our time, on the subject of organization development. These books would be a major addition to a library on organization development and they could also be used as background reading for school personnel desiring to forge their own eclectic approach to organization development. The books in the series are listed below, with individual summaries and prices for each:

"Organization Development: Strategies and Models" by Richard Beckhard.

Using theory as a basis for focusing on application, Beckhard covers strategies in methods of planned change for the organization, the nature, characteristics and methods of organization development, ways of administering organization development programs, and elements of development such as team building, goal setting, and planning.

PRICE: $ 5.50

"Organizational Transitions: Managing Complex Change" by Richard Beckhard and Reuben T. Harris

Beckhard and Harris offer specific help for organization leaders coping with the challenge of planning for the future and facilitating the

simultaneously managing current work. They tell how to decide which form the transition should take, how to plan all the specific steps and activities, how to decide what commitment is needed, and how to get that commitment.

PRICE: $ 5.50

"Organization Development" its Nature, Origins and Prospects" by Warren G. Bennis

"The Bennis book constitutes the broadest statement of the basic parameters of OD...explaining the general nature of OD and describing the organizational and societal context in which it must operate."

Administrative Science Quarterly

PRICE: $ 5.50

"Building a Dynamic Corporation Through Grid Organization Development" by Robert R. Blake and Jane S. Mouton

Grid Organization Development presents a systematic approach based on behavioral effectiveness, business logic, and management science. It sets forth a strategy for bringing any business or government agency to a peak of excellence with a step-by-step study of organization dynamics.

PRICE: $ 5.50

"Alternate Work Schedules: Integrating Individual and Organizational Needs" by Allan R. Cohen and Herman Gadon

Cohen and Gadon present a thorough study of how these innovations can benefit both employees and employers, and how managers can use demographic data to predict employee preferences. Guidelines are provided as to how alternate scheduling may be implemented to maximize profits from further organization development efforts.

PRICE: $ 5.50

"Matrix" by Stanley M. Davis and Paul R. Lawrence

Which is best for corporate health- a tight, highly centralized structure or a loose, decentralized structure? Or is there a compromise structure that offers the best of both worlds? This book presents a case for just such a compromise- the Matrix.

PRICE. $ 6.95

"Team Building" Issues and Alternatives" by William G. Dyer

This is a practical guide to effective team building. The book explores the nature of team building in the scheme of management and organizational development. It emphasizes the importance

of designing team building programs that take into consideration the differing personalities and background of the Individuals and the diagnosed needs of the organization.

PRICE: $ 5.50

"Designing Complex Organizations" by Jay Galbraith

A framework for designing and analyzing matrix forms of organizations is presented. The text also discusses how different forms of organization structure evolve in response to increasingly difficult problems of information processing. Several cases illustrating applications of matrix designs and analysis of lateral decisions processes are included.

PRICE: $ 5.50

"Work Redesign" by J. Richard Hackman and Greg R. Oldham

Hackman and Oldham present a comprehensive view of work redesign as a strategy for personal and organizational change, dealing both with the design of work for individuals and the design of work for groups. The book covers individual differences among people in how they react to their work are covered, and the differences in organizational systems that affect the appropriateness and potency of work redesign as change strategy.

PRICE: $ 6.95

"Organizational Dynamics: Diagnosis and Intervention" by John P. Kotter

This book draws together many different concepts, research findings, and competing philosophies into an analytical model of organizational dynamics. The model is described in detail, as are specific examples of how managers and specialists can use it to help them answer difficult questions about improving organizational functioning and effectiveness.

PRICE: $ 5.50

"Developing Organizations: Diagnosis and Action" by Paul R. Lawrence and Jay W. Lorsch

This book emphasizes careful diagnosis as a prelude to action planning. It deals with three specific problem areas: the relation between the organization and its environment, the relation between major units within the organization, and the relation between individuals and the total organization.

PRICE: $ 5.50

"Feedback and Organization Development: Using Data-Based Methods" by David A. Nadler

Nadler provides a broadly-applicable approach to using various types of feedback in organization development. He also supplies an outline of elementary techniques for analyzing collected data, and instrument samples for gathering information.

PRICE: $ 6.50

"The Organization in a Changing Environment" by Richard J.C. Roeber

Roeber examines the nature and direction of changes and makes some predictions about their likely effects within organizations. He includes a discussion of the main direction of change, a section dealing with pressures for change from inside and outside the organization, and two case studies.

PRICE: $ 5.50

"Career Dynamics: Matching Individual and Organizational Needs" by Edgar H. Schein

This book can be a personal guide for the individual planning a career strategy, or for the manager interested in developing more effective human resources within an organization.

PRICE: $ 6.50

"Process Consultation: Its Role in Organization Development" by Edgar H. Schein

This book covers the methods by which a process consultant operates - what he looks for, how he decides when and how to intervene, and how he makes contact with, defines the relationship with, and operates with his clients. The case studies used as illustration throughout the book are based on the author's own career experiences in process consultation.

PRICE: $ 5.50

"Physical Settings and Organizational Development" by Fred I. Steele

Do workers' physical surroundings affect their performance? Their attitudes toward their jobs and their employers? Steele suggests that they have a great impact. He suggests that attention be given to positive aspects, such as carpeting, air-conditioning, as well as negative factors such as noise and poor lighting. Steele uses examples from the school setting.

PRICE: $ 5.50

"Interpersonal Peacemaking: Confrontations and Third Party Consultation" by Robert E. Walton

When two high-level people in an organization are in direct conflict with each other, that conflict often affects many others in the organization. Walton presents a clear picture of what can happen and spells out precisely how third-party intervention can work to resolve the situation.

PRICE: $ 5.50

Any of all of these books can be ordered for a 10-day free examination. For further information, contact:

Addison-Wesley Publising
Company, Inc.
Business & Professional
Division
Reading, Mass. 01867

Organization Development: Building Human Systems in Schools.
(Author: Richard I. Arends)

This product consists of a booklet and slide show, which are designed to explain the concepts of organization development in schools at the local and district level. The combined product would take a group approximately two hours to complete.

The purpose is to provide awareness of the benefits of organization development training, and it can be followed by work with organizational development (OD) training consultant for best results

The cost of the booklets are $2.00 each; and the slide-tape show is $50.00. Training consultants would also cost additional travel and consulting fees. One training consultant would be needed for each group of 10-20 participants.

For further information, contact:

Jane H. Arends, Associate Director
Center for Educational Policy and Management
University of Oregon
Eugene, Oregon 97401

Panhandle Area Educational Cooperative (P.A.E.C.) Communications Modules

These are brief self-instructional modules designed to be used in small groups or by individuals. All the modules are designed with pre-assessment instruments and a variety of enabling activities, which range from

reading to learning information to role playing and game playing designed to help the participant experience the concepts. Each one requires only one-two hours to complete, and the costs per module are minimal as specified below. (The titles are listed alphabetically).

1. "Acceptance of the Team Approach" (HRV-1) by Paul Houlihan
   Cost: $ .40 per copy)

2. "Awareness of Small Group Dynamics" (HRV-2) by Paul Houlihan
   Cost:$.95 per copy

3. "Communication: Intergroup" (HRI-1, HRI-2, HRI-3) by Paul Houlihan
   Cost: 1 - $ 1.75 per copy
   2 - $ 1.15 per copy
   3 - $ .50 per copy

4. "Decision Making" (OS-7) by Steve Pollin
   Cost: $ .60 per copy.

5. "Group process in Task Teams" (FMGIC-19-B) by Mary Olson
   Cost: $ .90 per copy

6. "Increasing Supportive Forces and Decreasing Hindering Forces in Groups" (FMGIC: 8-B) by Jan Branch
   Cost: $ .65 per copy.

7. "Team Effectiveness" (HRV-5) by Paul Houlihan
   Cost: $ .35 per copy

For further information, contact:

Panhandle Area Educational Cooperative
Post Office Drawer 190
Chipley, Florida 32425

The School Planning, Evaluation, and Communication System (SPECS) (Validated N.I.E. Product)

This product describes an approach and a set of processes for program planning and evaluation. The approach begins with the collection of specific information about the goals, methods, costs, and outcomes of the current school situation.

The second component of the product is designed to aid school personnel with program budgeting and cost accounting.

The third component facilitates documentation of outcomes, processes, and costs for each district activity.

The fourth component involves the citizens of a school district in identifying its' educational goals.

The fifth and final, component presents a procedure for identifying and resolving discrepancies between actual district outcomes and the broad goals and expectations of its citizens.

The cost of this 5-component manual, and 1 copy of each of the accompanying materials is only $15.00. However, implementation of the procedures outlined in this guidebook can cost as much or as little, in terms of time and money as a district wants to spend. It depends solely on how extensively they want to implement the suggested procedures. District personnel and computer facilitaties are suggested as prerequisite resources. SPECS has been field-tested nationwide and is listed as a validated program by N.I.E.

For further information, contact:

Center for Educational
Policy & Management
University of Oregon
1472 Kincaid Street
Eugene, Oregon 97401

John M. Nagle, Project
Director

Second Handbook of Organizational Development in Schools by Richard A. Shhmuck

This guide is the culmination of nearly ten years of research and development aimed at helping schools 1) recognize the need for change, and 2) adapt to change once it has been implemented.

It is a practical guide which includes theory as well as examples of techniques for

- organizing team teaching
- gaining greater parent involvement in schools,
- designing consultation and OD workshops,
- evaluating interventions
- understanding nonverbal communication

This handbook costs $16.95. If it is used as a guide to a serious organization development effort, an outside consultant would also be needed to guide the effort. The costs for the consultant and expenses would then be additional. Also, the time required to complete such a serious effort is approximately two years.

However, this handbook can be used by inside school personnel as a guide for directing staff development sessions to improve basic communication.

To order, please contact:

Mayfield Publishing Company
285 Hamilton Avenue
Pala Alto, Calif. 94301

Staff Development & Utilization Program
(Developed by Learning and Evaluation Associates - LEA)

The LEA Staff Development & Utilization Program is in the form of workshops which are designed to meet the needs of all levels of education within the state and local organizational structure.

The basic outline for a workshop is developed in consultation with the concerned staff. Materials are used which are pertinent to the specific group and level of instructional needs. LEA uses a competency-based model. Once the group has decided what skills they want to gain from the program, LEA displays the cognitive, behavioral, and attitudinal objectives of the program which has been individually designed for the specific participants. Lecture, discussion, and experiental activities are presented. Frequently, LEA or district staff follow up with on-site observation and crtique of the program's outcomes.

Costs vary according to the length of the workshop. A one-day (6 hours) workshop will cost $100.00 plus the cost of duplicating materials, as well as travel and per diem for the LEA consultant who conducts the workshop. The most economical package of services would be a 2-5 day series of workshops to meet the needs of a variety of staff groups.

For further information, contact:

Learning and Evaluation
Associates
100 Hubler Road
State College, PA 16801
Phone: (814) 466-7852

SECTION II. NEEDS ASSESSMENT PRODUCTS

An Analysis of Needs Assessment Techniques for Educational Planning at State Intermediate, and District Levels.
(Author: Belle Ruth Witkin)

This report is intended primarily for educators who have responsibility for conducting managing needs assessment at the local or district level. However, some information has been included on statewide assessments and emerging efforts in community colleges and universities.

Part I- "The State of the Art" is an overview of trends and approaches in needs assessment.

Part II- "Needs Assessment Models' provides descriptions of the most widely available and characteristic models, together with some case studies of their application.

Part III - "How to Do It" discusses managing the effort as well as communication and other strategies for change. It also discusses strengths and limitations of the needs assessment process, as well as social fairness issues.

The information for this document was gathered from published and unpublished reports of needs assessments; examination of models, kits, and various instruments; and the (limited) theoretical and research literature in the field.

The report costs $3.85 to purchase from contact below; it is also available on Microfiche (ED 108-370).

For further information, contact:

ERIC
or
Alameda County
Office of Education
685 - A Street
Haywood, CA. 94541

A Comprehensive Needs Assessment Model (ACNAM)
(Author Belle Ruth Witkin)

ACNAM is a system for school-level needs assessment which identifies the discrepancies between existing and desired conditions. It includes instruments for gathering and recording crucial facts and figures, a computer print-out that displays prioritized data, and a procedure to merge the relatively immutable situational factors with the improvable instructional benefits. Finally, ACNAM includes an action in graph which ties the needs assessment activities to the decision-making process.

The total time for completing an ACNAM needs assessment would be about 8-10 weeks, including data analysis.

A coordinator is required to conduct ACNAM; and clerical help is needed to collect surveys, collate, and enter demographic data from existing sources.

Costs for materials are as follows:

	Manual (1 per school)	$ 4.00
	Statistical Summary & Data Forms (1 per school)	2.50
	Staff Survey (20 per pkg)	4.00
Available in Spanish & English	Parent Survey (35 per pkg)	7.00
	Student Survey (35 per pkg) (grades 1-8)	3.50

Examination Set	20.00
Data Processing costs:	
Staff and Parent Surveys	.45 each
Student Survey	.36 each

(Minimum order for materials: $50.00)
(Minimum order for data processing: $50.00)

For further information, contact:

Dr. Belle Ruth Witkin
Alameda County Office of Education
685 A Street
Hayward, CA 94541

TEC Needs Assessment Development Project
(Developed by Florida State University)

This program consists of an extensive Trainer's Manual, which provides thorough guidelines for performing a needs assessment in a large school district. The trainer's set includes a slide/tape show which introduces the the concepts of needs assessment. It also includes as a very specialized feature, a set of technical manuals to guide the district planning group through each phase of planning, data collection, analysis, and reporting.

Another important feature of this program is that it provides detailed breakdowns of cost categories to guide a district in calculating what a needs assessment effort of this scope would cost them.

Special personnel required to conduct a needs assessment of the scope described in this program include a district project manager, district needs assessment committee, statistical specialists, clerical helpers and a DOE consultant.

The total cost to purchase the program manuals and orientation workbooks is $16.95.

The program is also accompanied by a needs assessment game to provide experience-based orientation for those who will be involved in making decisions about the needs assessment. It follows a "MONOPOLY"-type format, charging and rewarding game money on the basis of the value of players' decisions about whether or not to include certain data-gathering steps in a hypothetical school needs assessment.

For further information, contact:

Florida Resources in Education
Exchange (FREE)
Office of Dissemination/
Diffusion (ODD)
Department of Education
Knott Building
Tallahassee, FL 32301

(Available on loan from O.D.D.
Curriculum Resource Center)
E*KT
FL
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Te
Ne

Educational Goals & Objectives: A Model Program For Community and Professional Involvement.
(Developed by Phi Delta Kappa)

This is a complete training package which provides a series of strategies for use by a school district in developing community-ranked goals and teacher-developed objectives using the best current information and practice. Provision is made for community involvement, involvement of professional staff, and involvement of students in 1) ranking educational goals in order of importance; 2) assessing how well current educational programs are meeting those goals; and 3) developing program level performance objectives to meet the priority-ranked goals. A model rationale and explicit directions for success of the programs are included.

Sample letters to participants, goal sheets, and test items as well as a Goal Ranking Game to be used in experiential orientation of participants are product components. The total kit costs $12.75 to purchase, and it includes one copy of the materials.

Consultant services are available from PDK International Headquarters. The user must pay expenses only.

The program was developed in 1972 and has had extensive utilization since then throughout the United States and many foreign countries.

The costs to implement such a program in a district are mainly time and clerical costs. The materials are designed to be self-instructional, and can be copied at will.

Phases I and II, the needs assessment stages, take approximately one year to complete if broad goals are first established and single subject area needs are then ascertained on

the basis of the broad goals. Phase III, the development of subject matter performance objectives, can take as long as three years from initiation through evaluation of the new program.

This is a comprehensive, community-based approach to curricular changes based on assessing needs.

For further information, contact:

Dr. Robert Simpson
University of Miami
School of Education
Box 8065
Coral Gables, FL 33124

To order, contact:

Phi Delta Kappa(PDK) International
Headquarters
Post Office Box 789
Bloomington, Indiana 47401

Guidebook and Product Locator For Needs Assessment
(Author: Belle Ruth Witkin)

This publication is designed to be used without training. It is an information document which can be helpful to school personnel planning a needs assessment in that it lists, describes, and compares thirty-four different needs assessment products. It also includes a section which tells school personnel what are the important questions to ask before you do a needs assessment. Differing answers to these questions are keyed to the products in the locator guidebook so a decision-maker is informed about which needs assessment

product might be most appropriate to use in his or her school situation.

This publication comes in two parts:

1. "Guidebook: Before You Do A Needs Assessment: Important First Questions".

2. "Needs Assessment Product Locator".

The total cost for both parts is $ 6.00.

For further information, contact:

Dr. Belle Ruth Witkin
Alameda County Office of Education
685 A Street
Hayward, CA 95641

Inventory For Curricular & Instructional Improvement
(Developed by Research For Better Schools)

This product is designed to guide a group of school administrators at the district or state level through the process of identifying and summarizing group perceptions of needs for curricular improvement.

The product consists of four items:

- Coordinator's manual
- Book I - Individual Observations and Perceptions.
- Manual for Summarizing Individual Observations and Perceptions
- Book II - Group Discussion.

Total Package Price $9.00
(for small groups up to 7 members)

NOTE: 1 Specimen set can be purchased for $3.00

This program is self-instructional, requiring a group coordinator who can become self-oriented by completing the coordinator's manual prior to the group session.

The total time requirements for participants are:

Participants	1 day	(6 hours)
Coordinator	2 days	(1 for preparation)
Clerical Help	1 day	(for a group of 7)

This product has been validated by use in 8 school settings of varying sizes and socio-economic status, as well as expert review and in-house evaluation.

For further information, please contact:

Research for Better Schools, Inc.
1700 Market Street
Philadelphia, PA 19103

Needs Assessment and Evaluation
(Developed by Learning and Evaluation Associated-LEA)

This program is a set of procedures requiring an LEA consultant team and a task force for needs assessment at the school, or district or state level. LEA provides their needs assessment services in the following manner:

1. Discussion and planning with the client to determine scope of project.

2. Preparation by LEA of an efficient systematic data collection procedure.

3. Provision of necessary in-service training for the task force.

4. Cooperative development of instruments for data collection.

5. Data analysis (optional) and recommendations.

6. Written documentation of entire process.

The cost in time for the whole process outlined above is usually about one month.

The total cost in dollars ranges from $1500 to $2500, with about half of that cost going to LEA and the other half representing expenses incurred by the task force for planning and duplicating.

For further information, contact:

Dr. Edward T. Frye
Learning and Evaluation Assoc.
100 Hubler Road
State College, PA 16801

Project NAMES: Needs Assessment Model and Data Analysis Program.

This is a consultant-based needs assessment procedure which is guided by an expert consultant in conjunction with the Project NAMES Workbook and companion materials.

It is designed to help a school or district break down its goals and survey its needs in each school topic area.

The consultant meets with a school or district core committee during a couple of three-hour sessions to localize the survey items, as well as to decide what groups will be sampled. The trainer then oversees survey distribution return, and data analysis. The costs in terms of time for members of the core committee would be about two weeks.

The costs to implement this program would be $1.50 per core committee member for the project NAMES Workbook and companion materials; $125 per day for about 3 days, plus expenses, for expert consultant; and variable costs for computer data processing.

This program has been used successfully in dozens of school districts in Pennsylvania, and the Pennsylvania Department of Education has recognized its value in their mandatory long-range planning process.

For further information, contact:

Dr. Donald Bortz, Director
Educational Development Center
East Stroudsburg State College
East Stroudsburg,PA 18301

Pupil Perceived Needs Assessment
(Developed by Research for Better Schools; NIE validated)

This product contains a guidebook and introductory audio cassette designed to help a school through all phases of a needs assessment based on the pupil's perceptions. Typically, this is done by a small group of faculty who have a stake in a particular need for which student feedback would be helpful. They develop a set of questions to ask students, and guidelines for development of the survey instrument are provided in the guidebook.

Personnel needed to conduct the pupil-perceived needs assessment are a project director data processing staff, and faculty development group.

Time required would be as follows for each phase of the process:

I.	Planning the Project	1 day
II.	Developing the indicator	2 days
III.	Administering the indicator	1-2 class periods
IV.	Processing the indicator data	3-5 days
V.	Analyzing and reporting results	1 day

The total cost of the package--guidebook and audio cassette--is $15.00.

For further information, contact:
Research for Better Schools
1700 Market Street
Philadelphia, PA. 19103

-29-

School Program BONANZA Game
(Authors: David J. Mullen, Rosemary C. Mullen)

This package includes a "Principal's Handbook for Conducting A Needs Assessment Using The School Program Bonanza Game" as well as the actual game, answer sheets, scoring, and data report sets. The package is designed so that everything that is needed to conduct the BONANZA game needs assessment is provided. All participants in the needs assessment are given the game to play, and the results are scored to determine the group's perception of needs. Total estimated time required to conduct the needs assessment from beginning to end is 10 weeks.

The costs for the complete package is approximately $125.00.

This product has been used with over 10,000 people in 34 schools ranging from inner city to rural areas.

For further information, contact:

Dr. David J. Mullen
Bureau of Field Services
College of Education
University of Georgia
Athens, GA. 38602

-30-

SECTION III.

RESEARCH FINDINGS ON ORGANIZATIONAL DEVELOPMENT AND NEEDS ASSESSMENT

Establishing Organizational Specialists Within School Districts
(Authors: Richard I. Arends & Jane J. Phelps, December 1973)

This paper describes a way in which school districts can create and maintain their own capacity for providing organization development training and consultation. The approach uses "cadres" of organizational specialists who are actually teams of district employees who have been trained in the theory and technology of organization development. These specialists function as part-time trainers and consultants while carrying out their full-time teaching, coordinating, or administrative responsibilities. They use their understandings and skills to help others in the district clarify communication, reach out to use relevant resources, systematically solve problems and make decisions, access progress toward educational goals, and cope with interdependence and conflict in a productive way.

The authors based the paper on their experiences as part of a "cadre" in Eugene, Oregon, as well as experiences of their colleagues in the Kent cadre (Schmuck, Runkel, and Blondino, 1971; Schmuck & Runkel, 1972; and Wyant, 1972, 1973.)

To order your copy, contact:

Richard I, Arends &
Jane H. Phelps
Center for Educational
Policy & Management
Eugene, Oregon

-31-

Improving Organizational Problem Solving In A School Faculty
(Authors: Richard A. Schmuck, Philip J. Runkel, & Daniel Langmeyer)

This article describes an intervention that was aimed at improving the flexible organizational problem solving abilities of a junior high school faculty. The intervention was designed to produce the organizational development, not personal change.

The intervention consisted of integrating groups training in communication and problem solving with the normal business of the school. The intervention was conducted with the faculty intermittently from September to February of the school year.

Data evaluating effects of the intervention supported the hypothesis that participants' satisfaction with the organization would be improved.

The article is found in:

Journal Of Applied Behavioral Science, Vol. 5, No. 4, 1969.

A review of the article's crucial points is available from:

Florida Resources in Education Exchange (FREE)
Office of Dissemination/ Diffusion
Department of Education
Knott Building
Tallahassee, FL. 32301

Peer Consultation for School Improvement
(Author: Richard A. Schmuck)

The paper is a thorough discussion of the state of the art of organizational consultation in schools. It identifies three major types of consultation in current use; 1) outside technical assistance, 2) expert curriculum consultation from within the school, and 3) process consultation offered within the district on an ad hoc basis.

The section on research findings to date is particularly valuable. It describes field experiment findings about;

- the ways OD consultation has improved organizational functioning in schools
- detriments associated with OD consultation,
- three factors underlying a school's potential for success with OD consultation.

A review of these crucial research findings is available from :

Florida Resources in
Education Exchange
Office of Dissemination/
Diffusion
Department of Education
Knott Building
Tallahassee, FL 32301

To order the paper, contact:

Richard A. Schmuck
Center for Educational
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